REQUEST FOR EXPRESSIONS OF INTEREST

“CHANGE MANAGEMENT FOR BUSINESS PROCESS REENGINEERING AND SAP TRANSFORMATION PROJECTS”

AFRICAN DEVELOPMENT BANK

Avenue Joseph Anoma, 01 B.P. 1387, Abidjan, CÔTE D’IVOIRE

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1. The African Development Bank (AfDB) hereby invites Consulting Firms to indicate their interest in the following Assignment: Change Management for business process reengineering and SAP transformation projects.

2. Objective of the assignment:

   In 2015, the AfDB launched a transformation program, which included the adoption in 2016 of a new Business Delivery Model (DBDM) and related institutional and strategic reforms. The objectives of the DBDM are to better position the Bank for the accelerated implementation of its High 5s Strategy and thereby its Ten Year Strategy (2013-2022). This will be accomplished by (i) moving the Bank closer to its clients to enhance delivery; (ii) reconfiguring the Bank’s HQ to support the regions to deliver better outcomes; (iii) strengthening the Bank’s performance culture to attract and retain talent; (iv) streamlining the Bank’s business processes to promote efficiency and effectiveness; and, (v) improving financial performance and increasing development impact.

   Key components of the transformation agenda that have been completed include a structural reorganization and decentralization. Streamlining of business processes to promote efficiency and effectiveness is ongoing; Related to this are efforts that are now underway to revamped the Bank’s IT infrastructure (IT Strategy 2018 - 2021 (Digital Strategy) to advance the objectives of the Transformation Agenda. A key component of the latter exercise is the transformation of the Bank’s current SAP platform to properly support its new Business Delivery Model and achievement of its High priorities. The program was launched in September 2018.

   The business process reengineering effort and the SAP migration project are both components of “Project WAKANDA”. The project scope therefore includes two main streams:

   (i) Migration of the current SAP platform to S/4 Hana. SAP is the backbone application system of the Bank Group. This migration project aims to increase AfDB’s overall data accuracy and automation of reporting; Improve staff SAP user experience; and, increase end-to-end business process automation to drive efficiency and client satisfaction. The conversion from SAP ECC6 to SAP S/4Hana is being implemented as follows: (i) Preparatory phase: setting the scope and the

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1 Light Up and Power Africa; Feed Africa; Industrialise Africa; Improve the Quality of Life for the People of Africa; Integrate Africa:
technical action plan; (ii) Exploratory phase: defining how the solutions will be implemented; (iii) Realization phase: implementing and testing the solutions; (iv) Deployment phase: prepare and execute “Go Live” activities

(ii) **Reengineering of the Bank’s business processes**, which fall under two categories: operations business processes (sovereign and non-sovereign); and institutional business processes. Preliminary business process re-engineering (BPR) work has been completed on operations business processes and the relevant Delegation of Authority Matrices have been updated accordingly. During 2019, further work will be undertaken to fine-tune operations business processes, and BPR work will be launched to streamline institutional business processes.

The Bank is seeking the services of a Consulting firm specialized in Change Management to develop and implement robust change management strategies and plans to ensure the success of Project WAKANDA. This involves implementing actions to support staff as they transition from the current, through the transition, to the desired future state envisaged in Project WAKANDA, and ensuring that the Bank can sustain the change.

More details about the services required under the assignment are provided in **Annex 1**.

3. The **Bank** invites eligible firms to indicate their interest in providing these services. Interested eligible Consulting Firms or associations of Consulting Firms shall provide information on their qualifications and experience demonstrating their ability to provide the services (**documentation, references for similar services, experience in comparable Assignments, availability of qualified staff, etc**.).

4. The eligibility criteria, the establishment of a short list and the selection procedure shall be in conformity with the Bank’s **Rules and Procedure for the Use of Corporate Consultants**. Please, note that interest expressed by a Consulting Firm does not imply any obligation on the part of the Bank to include it in the shortlist.

5. The duration of the assignment is expected for **12 months**.

6. Interested Consulting Firms may obtain further information at the address below during office hours **09:00 to 17:00 hours, Abidjan Local Time**.

7. Expressions of interest must be sent **by email** at the address below before **Monday, 11 February 2019 at 17:00 hours, Abidjan Local Time** and mention “**Expression of Interest for Change Management for business process reengineering and SAP transformation projects**”.

For the attention of: **IT Recruitment Team**
African Development Bank
Avenue Joseph Anoma, 01 B.P. 1387, Abidjan, CÔTE D’IVOIRE
Tel: (+225) 20 26 25 83
Email: **IT_Recruitment@AFDB.ORG**
ANNEX 1: TERMS OF REFERENCE (TOR)

CHANGE MANAGEMENT FOR BUSINESS PROCESS REENGINEERING AND SAP TRANSFORMATION PROJECTS

1. **SCOPE OF THE SERVICES**

The Consultant’s duties will include the following:

- Develop and implement change management strategies to ensure that the AfDB is able to effectively transition to the expected future state envisioned under Project WAKANDA and at the planned pace. Project WAKANDA comprises two interrelated components: a business process re-engineering effort (covering operations and institutional processes); and an SAP migration project). This will involve implementing change management at both the organizational and individual levels, working with the PMO change management team to co-design a change management approach.

- Analyze expected changes with internal stakeholders (changes in business processes, systems, technology and organization).

- Lead change management activities using the Prosci change management methodology and its related ADKAR model (Awareness, Desire, Knowledge, Ability and Reinforcement) to create organizational awareness of identified changes, foster employee desire, knowledge, and ability to make the changes; minimize resistance and encourage adoption.

- Provide an integrated roadmap for disciplined implementation.

- Create actionable deliverables for agreed change management levers: communication plans, sponsor roadmaps, coaching plans, training plans, and resistance management plans.
  - Identify areas of resistance, analyse and prepare risk mitigation tactics and strategies for potential areas of resistance.
  - Support training efforts by providing input and documenting requirements, and supporting the design and delivery of training programs.

- Serve as a change management resource to projects and initiatives and support project teams to integrate change management activities into their project plans. Consult and coach project teams as necessary to help integrate change management activities into project plans.

- Provide tools and/or procedures to monitor change progress.

2. **DELIVERABLES**

Throughout the engagement period, the consultant should **develop, deliver and implement** the following:

- Inception Report including key issues to be addressed within the scope of the assignment;
- Change Management Strategy/Plan;
- Stakeholder engagement strategy and implementation plan;
• Communications Plan for all target audiences and related materials;
• User adoption strategy; User Adoption KPIs and Surveys;
• Resistance Management Plan;
• Identification, analysis and preparation of risk mitigation strategies;
• Provide guidance on training and coaching plan for project teams, sponsors and management teams;
• Design and delivery of relevant training program as necessary; and
• Implementation reports for all of the above, following implementation.

3. EXPERIENCE OF THE FIRM AND PROPOSED CONSULTANTS

• The firm should have proven experience in designing, developing and implementing a major organizational change management strategy within an international institution.
• Knowledge of the African Development Bank and its operations would be a plus.

Team Composition & Qualification Requirements for the Key Experts

The composition of the team working on the assignment is of critical importance and should include at minima:

i. Leadership team

A committed project leadership team with personal experience working in Africa with both public and private sectors, composed of:

- 1 Executive, at least at Director Level
- 2 or more managers

ii. Core team: with expertise in

- Change Management
- Organizational culture and change management
- Engagement and communication

The proposed consultants should have the following skills and competencies:

- Minimum of 8 years of relevant professional experience in change management field gained with similar multinational, major private or public institutions. Significant experience in the planning, development, and execution of change management strategies for complex projects.
- Proven experience with large-scale organizational change efforts, with a particular focus on change management of IT projects, ERP projects, or BPR projects; and a
solid understanding of organizational issues and challenges and how people undergo change processes.

- Strong knowledge of change management principles, methodologies and tools, in general, with preference for Prosci Certified change management professionals.
- Ability of change management team to communicate effectively in **French and English is a requirement**.
- Ability to think strategically and rapidly analyse diverse and complex information from various sources quickly and simplify for audiences.
- Ability for teamwork in a multicultural environment.
- Client Orientation – experience maintaining client relationships in the face of conflicting demands and providing evidence-based advice and solutions based on sound diagnosis and knowledge.

4. **LOCATION**

The work will be carried out at the Bank’s Headquarter in Abidjan, Cote d’Ivoire.

5. **REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES**

The consultant(s) will report to the Project WAKANDA Director.

The following reporting standards will be adhered to.

(a) An inception report detailing the methodology and timeline to undertake the assignment, followed by monthly progress reports detailing advancement versus initial objectives, as well as issues encountered which require remedial action by the Bank for deadlines to be adhered to;

(b) Inception and progress reports will be submitted in PDF by email. Final reports, once cleared by the Bank, shall be loaded in the collaboration platform under the project space;

(c) The inception report is expected 7 calendar days after mobilization of the team; monthly reports are expected no later than the fifth day of each month and ideally before;

(d) Reports will be sent to the attention of the Change Manager in the Project WAKANDA Management Office (PMO).